

**Usulan Strategi Bisnis Dalam Mengembangkan Usaha Pada
Kelompok Tani Kopi Buntis Dengan Menggunakan
*Triple Layered Business Model Canvas***

TESIS

Diajukan Untuk Memenuhi Salah Satu Syarat Memperoleh
Gelar Magister Manajemen Pada Program Studi Magister Manajemen
Konsentrasi Manajemen Kewirausahaan



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**PROGRAM STUDI MAGISTER MANAJEMEN
SEKOLAH PASCASARJANA
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**USULAN STRATEGI BISNIS DALAM MENGEMBANGKAN USAHA
PADA KELOMPOK TANI KOPI BUNTIS DENGAN MENGGUNAKAN
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PADA KELOMPOK TANI KOPI BUNTIS DENGAN MENGGUNAKAN
*TRIPLE LAYERED BUSINESS MODEL CANVAS***

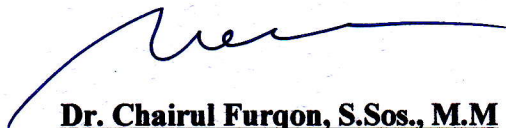
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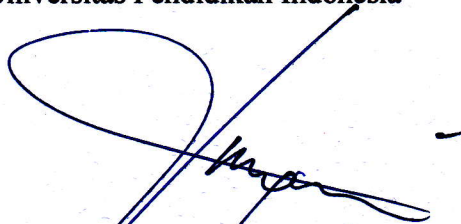
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ABSTRAK

Fanji Wijaya (1706485), **Usulan Strategi Bisnis Dalam Mengembangkan Usaha Pada Kelompok Tani Kopi Buntis Dengan Menggunakan *Triple Layered Business Model Canvas*** dibawah bimbingan:

Dr. H. Mokh. Adib Sultan, ST., MT dan Dr. Chairul Furqon, S.Sos., M.M

Kopi merupakan salah satu komoditas unggulan pertanian yang mempunyai kontribusi yang cukup nyata dalam perekonomian Indonesia, yaitu sebagai penghasil devisa, sumber pendapatan petani, penghasil bahan baku industri, penciptaan lapangan kerja dan pengembangan wilayah. Kelompok Tani Kopi Buntis adalah merupakan wadah berkumpulnya segenap petani yang memiliki lahan pertanian perkebunan yang masih belum maksimal pengolahannya. Permasalahan yang di hadapi petani kopi Buntis cukup kompleks, mulai dari hulu hingga ke hilir. Di sisi hulu, tingkat produktivitas kopi sangat rendah dibandingkan dengan daerah lainnya di Indonesia.

Metode yang digunakan dalam penelitian ini yaitu menggunakan pendekatan kualitatif yang disebut juga penelitian naturalistik dan dengan menggunakan metode deskriptif analitik ialah metode pencarian fakta dengan interpretasi yang tepat karena metode deskriptif merupakan metode untuk membuat gambaran mengenai situasi atau kegiatan. Penelitian ini tidak menguji hipotesis”. Teknik-teknik perumusan strategi menggunakan analisis SWOT serta *Triple Layered Business Model Canvas (TLBMC)* untuk memperoleh gambaran mengembangkan Kelompok Tani Kopi Buntis.

Hasil penelitian pada analisis SWOT menunjukan bahwa Kelompok Tani Kopi Buntis berada pada kuadran VIII dengan strategi yang tepat untuk kondisi saat ini terdiri dari *harvest strategy* atau *divestiture strategy*, strategi ini dilakukan dalam rangka penambahan modal dari suatu rencana investasi atau untuk menindaklanjuti strategi akuisisi yang telah diputuskan untuk proses selanjutnya. Pengembangan pasar, penetrasi pasar dan pengembangan produk secara spesifik. Dengan *Triple Layered Business Model Canvas (TLBMC)* mendukung pengembangan tentang inovasi model bisnis yang berorientasi keberlanjutan dengan mempertimbangkan tiga perspektif yaitu segi ekonomi, lingkungan, dan sosial

Kata Kunci: Industri kopi, analisis swot, *triple layered business model canvas*

ABSTRACT

*Fanji Wijaya (1706485), **Proposed Business Strategy in Developing Businesses in Kopi Buntis Farmers Group Using Triple Layered Business Model Canvas** this thesis was guided by:*

Dr. H. Mokh. Adib Sultan, ST., MT dan Dr. Chairul Furqon, S.Sos., M.M

Coffee is one of the leading agricultural commodities that has a significant contribution in the Indonesian economy, namely as a foreign exchange earner, source of income for farmers, producer of industrial raw materials, job creation and regional development. The Buntis Coffee Farmers Group is a gathering place for all farmers who have plantation agricultural land that is not yet maximally processed. The problems faced by Buntis coffee farmers are quite complex, ranging from upstream to downstream. On the upstream side, the level of coffee productivity is very low compared to other regions in Indonesia.

The method used in this research is to use a qualitative approach which is also called naturalistic research and by using descriptive analytic methods is a method of finding facts with the proper interpretation because descriptive methods are methods for making a picture of a situation or activity. This study did not test the hypothesis ". Strategic formulation techniques use SWOT analysis and Triple Layered Business Model Canvas (TLBMC) to obtain an overview of developing the Buntis Coffee Farmers Group.

The results of the SWOT analysis show that the Coffee Buntis Farmer Group is in quadrant VIII with the right strategy for the current conditions consisting of harvest strategy or investment strategy, this strategy is carried out in order to increase capital from an investment plan or to follow up on the acquisition strategy that has been decided for next process. Market development, market penetration and specific product development. With Triple Layered Business Model Canvas (TLBMC) supports the development of innovation business models that are oriented towards sustainability by considering three perspectives namely economic, environmental, and social aspects

Keywords: Coffee industry, swot analysis, triple layered business model canvas

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